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Solve Next Partner Program Partner Guide

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Introduction

Welcome to the Solve Next Partner Program. The Partner Book is your one-stop resource for information on key program details, benefits, and requirements.

Please note the following:

- The Partner Book is referenced in the Solve Next Partner Agreement.
- The Partner Book is effective as of the most recent updated date (see header) and supersedes all previous versions.

We may announce changes at any time to the Partner Program, including but not limited to:

- Changes to benefits and requirements,
- Introduction of new product lines, and
- Changes to product categorization.

Such changes will be documented in future Partner Book updates. Changes to the Program specified in the Partner Book are effective thirty (30) days from the announcement date.

We want to hear from you if you have any questions, comments, concerns, or suggestions.

Contact us anytime at monica@solvenext.com.

Thank you for partnering with us. We look forward to building the innovation muscles of individuals, organizations, communities, and nations with you.

The Solve Next Partner Book

Solve Next Partner Book is your entry point to a partnership with us. As a Solve Next Partner, we want to provide you with the materials you need to help your clients build enduring systems of innovation.

The Partner Book describes how to align your relationship with Solve Next, other partners, and clients. It will help you establish a reliable and scalable approach to building your clients' ability to systematically develop, deliver, and operate innovative solutions that produce real value and impact.

Our goal is to partner with you to bring world-class innovation to underserved markets by establishing platforms, and processes building capabilities in local companies, organizations, and communities through local innovation leaders.

Who we are.

We are the innovation system company that believes in the limitless power of teams to transform *now* and invent what's *next*.

Our purpose.

We have two missions:

1. To create positive social, economic, and environmental impact by equipping individuals and organizations everywhere to imagine, build, and operate status-quo-busting solutions that solve the world's most challenging problems.
2. To continuously create practical, easy-to-use problem-solving tools and training that equip executives, managers, and practitioners to deliver innovations that create new possibilities for their families, organizations, communities, and society.

Our values.

Optimism. We believe in giving individuals, teams, and organizations reasons for hope and the power to realize their aspirations.

Passion. We believe in honoring individuals' passions and equipping them to succeed in their pursuits.

Opportunity. We believe that people and organizations should have the ability and conditions required to discover, create, and grow personal, professional, and social opportunities.

Creativity. We believe in the ingenuity of human beings and commit to harnessing it as we work together to conquer the most wicked problems.

Justice. We believe in economic, social, and environmental justice and are dedicated to addressing inequity wherever we encounter it.

Kindness. We believe in the power of human kindness, empathy, and exceeding the Golden Rule—treating others with empathy and working to improve their lives.

Our beliefs.

We believe that organizations are not designed for innovation and change; as a consequence, those who are driven to create a positive impact are frustrated and far less effective than they might otherwise be.

We believe everyone is ingenious, yet most organizations fail to tap into the full potential of their people to contribute to what's next for their organizations, industries, and sectors.

We believe that anyone can learn to think wrong and that, for too long, leaders have underutilized the full potential of their people to contribute to what's next for their organizations, industries, and sectors.

We believe that everyone in an organization has a valuable role to play. Those who run what is today's creative invaluable knowledge and resources for those who are charged with solving what's next. Those who are charged with solving what's next are inventing what those operators will run and grow tomorrow.

We believe that people need help to change, but they don't want to admit it or know where to find the help that they require.

We believe in the power of "Yes, and..." as a way of working and living—helping us to make the most of a diverse team of colleagues, partners, and clients.

We believe that thinking wrong is problem agnostic—as long as the problem is one that demands a solution that can drive positive change.

We believe that individuals and organizations can, and must, pivot and change to thrive—and that everyone is capable of learning and growing throughout their lives.

We believe that people who create social good should be rewarded as well as those who create commercial good.

We believe that the way people solve problems is broken—think right practices do not work for Think Wrong challenges.

We believe that organizations should approach innovation with the same discipline and rigor as any other corporate system—such as sales, legal, compliance, procurement, etc.

We believe the role of those leading and executing innovation-driven change within organizations should be professionalized.

Our strengths.

- Our people.
- Our empathy for what it means to be human.
- Our ability to build and nourish lasting relationships.
- Our ability to collaborate—and support collaborations.
- Our proclivity for making.
- Our passion for building practical tools and delivering useful knowledge.
- Being easy to work with—and creating products that are easy to use.
- Our obsession with organization.
- Our attention to detail.
- Our pride in quality and impact.

Our character.

- “People at Solve Next are nice.”
- “People at Solve Next are honest.”
- “People at Solve Next are genuine.”
- “People at Solve Next are reliable.”
- “People at Solve Next are happy.”
- “People at Solve Next are insane—in a good way.”
- “People at Solve Next lack ego.”
- “People at Solve Next are fun.”
- “People at Solve Next are disciplined.”

Our ways of working.

- We are laser-focused on our vision, values, methods, obstacles, and measures.
- We communicate openly, honestly, and constructively.
- We value every team member and all that each of us brings to our work.
- We work like our kids are in the office.
- We have a bias toward action, making, and learning.
- We cut short debate and move quickly to doing and learning.
- We get shit done.
- We put being “approximately correct” ahead of debating what we don’t know for certain.
- We let discovery and what we learn through doing move us toward greater certainty.
- We practice “Yes, and...” doing our best to make our teammates, partners, and clients look great.
- We motivate and inspire each other.

- We are casual, friendly, playful, and respectful.
- We keep things fresh.
- We show up for each other;
- We share our initiatives, projects, and work.
- We have trust-based relationships

What we do.

We equip individuals, teams, organizations, and communities do two very important things:

1. Solve problems in new and ingenious ways
2. Make the most of their most precious forms of capital—financial, human, social, reputational, political, and intellectual.

How we do what we do.

We help them to do that by doing three things:

1. We train and coach executives, managers, and practitioners to lead and execute innovation.
2. We provide clear criteria and processes to govern innovation—from goals, strategies, and hypotheses to solutions that operate and produce value.
3. We build, deliver, and train them to use the tools they need to operate a disciplined innovation system.

What we will not do.

We are not in the business of selling time. We deliver value. We are not a consulting firm that wants to stay forever. We empower people to use new language, frameworks, tools, and content to establish and run a system of innovation that works for them—not us.

We will not:

- Put our needs ahead of others.
- Undermine the confidence of individuals or organizations in their ability to do this work without us.
- Claim to have special powers or unique creative abilities.
- Perpetuate inequities in our company, communities, nations—or more broadly.
- Serve clients who harm vulnerable populations and the planet.

Why what we do matters.

Our vision.

We envision a world where individuals and organizations combine human ingenuity and disciplined systems of innovation to renew themselves, their industries, nations, and society to benefit today's and tomorrow's generations.

Our promise.

We promise to equip individuals, teams, organizations, and communities with the language, frameworks, tools, and skills required to solve problems in new and ingenious ways and to stand up and operate a disciplined system of innovation that makes the most of their most precious forms of capital—financial, human, social, reputational, political, intellectual.

Who that matters to.

Keeping our promise matters to:¹

- **Learners** who are curious about new ways to solve problems.
- **Doers** who want to escape the gravitational pull of the status quo to generate disruptive solutions to their most important challenges.
- **Executives** who are responsible for protecting capital, innovation productivity, and achieving maximum impact.
- **Managers** who are responsible for guiding innovation teams and providing executives with the information they need to govern and resource innovation efforts.
- **Innovation team members** who are responsible for executing innovation strategies, discovery-driven development, and delivering solutions that work.
- **Chief Learning Officers** who are responsible for building the innovation muscles of their organizations.
- **Facilitators** and **instigators** who want to help people in their organizations and communities conquer the status quo to deliver disruptive, positive change-creating innovations.
- Our global community of certified **Wrong Thinkers**.
- Our global community of **Leaders of Next**.

¹ To a better understanding of our constituents and terms, explore our [Glossary](#)

- Our global **partners** who bring world-class innovation solutions to their communities and underserved innovation markets.

Solve Next Partnership Program

The situation.

The more developed an economy is, the more it innovates, and vice versa. Cities, regions, states, and nations require innovation to boost their economies. This is especially true in the aftermath of COVID19. Especially in developing countries.

But nobody has equipped developing countries to innovate in an effective way.

Our goal.

To partner with firms to bring world-class innovation to underserved markets in a sustainable way by creating platforms, processes, and building capabilities in local companies, organizations, and communities.

Our solution.

Deliver a proven system of innovation that is built upon

- A cloud-based, software-as-a-service platform, enabling organizations to use tested innovation methodologies.
- A global distribution network of local entrepreneurs with their finger on the pulse of the local culture, economy, and challenges.
- A record of results at leading organizations—from Google and Airbus to the United States Air Force and the Robert Wood Johnson Foundation.

Solve Next delivered through local partners.

Solve Next offers local partners a proven problem-solving system—language, frameworks, tools, and techniques—to apply to clients’ challenges. Solve Next Partners Program is a new way to onboard and discover the needs and capabilities of new clients in new markets.

Our Commitment.

What Solve Next gives to partners.

Business growth

- A regional license to operate Solve Next and to use Solve Next and Think Wrong Brand
- Recurring business and revenue growth through others
- A new source of revenue—products, services, and capabilities to offer clients
- Discount pricing on the Think Wrong Book.
- 10% Commission for the software license sold to his clients
- Enterprise Membership in the Next Lab.
- Context and action content and tools (language, frameworks, drills, and tools)
- Co-design of programs, including software features

Brand recognition

- A strong recognized brand and global reputation
- A growing roster of well-known global clients
- Brand Guidelines
- Promotion of Partner events from our communication channels

Training

- Continually improving content, frameworks, and tools
- Practical knowledge and experience delivering Solve Next services
- New training and professional development opportunities for your people
- Think Wrong Facilitators Intensive
- Leaders of Next Intensive
- Think Wrong Facilitators Intensive Train the Trainer
- Leaders of Next Intensive Train the Trainer
- Next Lab Implementation
- How to deliver products and services (training and coaching)

See [training policies](#)

Tools

- Continually improving innovation software
- Marketing and sales tools
- 24/7 accessible marketing and sales tools to support your processes

Community

- A growing global network of delivery partners
- Membership in the Solve Next Global Community of innovators and instigators
- A growing global community of Clients, Instigators and Innovators
- Invite to Annual Solve Next Partners Summit
- Virtual events to support the impact, and positioning

Partnership

Benefits and Requirements

Partner

The Partner is the company or individual that is in direct contact with the customers of Solve/Next on a daily basis. They are the deployment channel, services consultancy, and software implementation arm of Solve/Next around the world. It sells and delivers our service.

Partner Commitment.

What Partners give to Solve Next.

Business

- Effectively sales of Solve Next products and services to local companies.
- Increase the scale and impact that Solve Next can have in their region.
- Client support and billing.
- Client lists.
- 10% of gross services sales revenue.
- 90% of gross software sales revenue.
- Monthly sales reports.
- Corresponding annual fees

Brand representation

- Adherence to Solve Next global policies.
- Representation Solve Next and our community as you would like to be represented.
- High-quality service delivery to clients.
- Annual schedule to develop Solve Next activities.

- Compliance with the Solve Next Partners agreement.
- Completion of the training certification.
- Assurance content—stories of client learning and success
- Marketing and promotion of Solve Next offerings and campaigns.
- Renew your license with updated training.

Community

- Active participation in the global Solve Next Community.
- Support the local and Global Community of innovators and Instigators.
- Positive change in your communities, regions, and countries.
- Support of local entrepreneurs, intrapreneurs, agents of change, economy, and society.

Learning from Investments

- Contribution of frameworks and drills that are of value to the entire Solve Next Community.
- Contribution to the continuous improvement of Solve Next content, products, and services

Program Policies

Number of Partners

There is no limit to the number of Partners in each region.

Duration of Agreement

The duration of the Partner Agreement is one year. The agreement will automatically renew for one year when partners complete that period and provide timely payment of the applicable Program License Fee.

Renewals longer than one year will be agreed upon by you and Solve Next within 60 days of the end date of the current agreement. You or Solve Next may notify the other of non-renewal at least 30 days before the end of the term.

Either of us may terminate this Agreement, and your participation in the Partner Program, as provided in the Agreement.²

² Fee policies apply

Global Partners Program fee

Fee policies

The program will be priced according to the number of trained people and adapted to the Big Mac Index.

The fee might be paid upfront or as proposed and approved by a signed payment agreement.³

The Onboarding fee includes

- Welcome kit
- Onboarding
- Partners Book
- Online support training
- In-person Training * [Travel expenses not included with fee]
- Coaching and advisory services
- Solve Next team support
- Think Wrong facilitator and Wrong Thinker certification
- Leaders of Next certification
- Next Lab Software certification and one-year license
- One spot for our Partners Summit
- Training tools for Partners processes
- Marketing and sales tools
- Digital Sales/Proposals/Reports (Qwilr)
- Certified partner rights to sell and deliver Solve Next products and services
- Think Wrong Train the trainer
- Leaders of Next train the trainer

A renewal fee will be applied each year, including

- Coaching and advisory
- One spot for our Partners Summit
- Training tools for Partners processes to deliver services
- Marketing and sales tools
- Solve Next team support

³ If the partner decides to retire before ending the year of the program, it should pay for training, and benefits received should be paid upon retail pricing.

- Next Lab Software and one-year license
- Certified partner rights to sell and deliver Solve Next products and services

Payments

The revenue shares must be higher than USD \$10,000, (USA reference, the fee will be adapted according to the market's Big mac Index)

The annual fee can be paid upfront or by both sides' signed agreement. Once the fee has been completed, the partner must keep reporting and paying the corresponding revenue shares.

Reporting.

Partners must provide Sales and Service reports through the Solve Next Partners Portal <https://solvenext.com/globalpartnersportal> password: showup4eachother. These reports include the client's list and the monthly sales amount, as further described in the Portal.

Evaluations.

Solve Next will send periodic evaluations to Partners to measure your satisfaction. We will also send regular assessments to your clients to measure their satisfaction and gain insights on new opportunities.

Training policies⁴

1. The partner will schedule, organize and produce the training preparation to complete the Onboarding process.
2. When the partners want to have the training in their locations, the partner will cover the training-related expenses, such as
 - Trainers' travel, feeding, and lodging⁵
 - Materials; check **the list below**
 - Event catering

⁴ These policies apply whether the facilitators are from Solve Next team or a Training Global Partner.

⁵ (Facilitators relation 1:10. Per every 10 participants, one facilitator will be able to cover the training sessions.

Materials	Comments
Think Wrong stickers	1 per participant
Think Wrong notebooks	1 per participant
Think Wrong water bottles	1 per participant
Think Wrong Shirts	1 per participant
Post-its	1 per participant
Blue tape	This will protect your walls, and it will be easier to manipulate with the posters
Standing panels for posters	
PAK Cards	
SASU/Dog in a Hat Cards	
Sharpies	3 single paks of post-its per participant
Silver Sharpies (for signing books)	
Flair pens	
Scissors	1 per group
Wine opener (for refreshments)	
Gross sharpie or white board marker	1
Printed drills posters	
Whiteboards, foam core sheets, and foam core stands are available or to be delivered.	When you don't have tables inside the venue
Materials shipping and delivery to the venue.	
Think Wrong Books	At least 1 per participant
Session Shirts	Produced after the Intensive

3. The partner must complete all the onboarding activities to get the certification badge.

Onboarding process Modules



Starter Kit

Induction	Methodology	Tools	Strategy	Skills
Be introduced to the requirements to start and complete the onboarding	The program trains and prepares partners for:	Partners will get support tools for:	Partners will start building and testing their local strategy through :	Partners will practice what they've learn delivering:
Onboarding methodology	Develop Innovation Skills and Training	Marketing	Methodology	Think Wrong Practice
Onboarding requirements	Implement Innovation System Development	Sales	Software	Leaders of Next Practice
Scheduling	Establish Innovation Software	Delivery and quality and control	Coaching	Next Lab
	Develop Innovation Interventions [Blitzes]	Tech stack		
		Solve Next Support		

S/n

4. The partner will select a representative within Solve Next to complete all the required tasks.

Solve Next Partners Portal and Partners Academy.

The Solve Next Partners Portal is a self-service portal for managing your partnership with us.

You can use the portal to

- Support your strategies,
- Support clients' projects
- Access to the tech stack
- Access to partners' tools
- Link to the Wrong Academy
- Access to proposal templates
- Access contact information for members of our global community
- And more.

As a Partner, you also have full access to online training courses and educational materials to help you learn at your own pace, on your schedule.

- **Self-Paced Online Training:** Hands-on training on multiple topics is available whenever and wherever you want to complete it.
- **Webinars on Demand:** Choose from a library of recorded webinars available to you on demand.

Live Events.

As a Partner, you are welcome to attend live roadshows, classroom training sessions, and other events. Our live events include:

- **Solve Next Partners Summit:** Our premier global event designed to connect you with a community of peers, our most recent innovation content, and to get hands-on experience with our latest innovation tools.
- **Live Training Events:** We offer a variety of exclusive Partner training events and educational seminars throughout the year. For your convenience, instructor-led training is available online and in person.

Solve Next Partner Communication Channels.

The Solve Next Partner Program provides notifications and the latest news on program benefits, promotions, product updates, and events through various channels, including

- **Circle:** Participate in an ongoing dialogue with us by sending questions and comments to our community. You will receive periodic notifications about our products, program

benefits, and requirement changes. These communications ensure you have the latest information when working with clients.

- **Newsletters:** You will also receive Solve Next Partner News issues with the latest information to help you grow your business. These newsletters include tech news, product updates, new programs, partner stories, and upcoming events.
- **Social Media Channels:** As a partner, your success is our success. Follow us on [Twitter](#), Facebook, [Instagram](#), and [LinkedIn](#) to keep track of the latest news and information—and to provide us with events and accomplishments to promote.
- **Partners Portal:** You have access to our living landing page for partners, which will have all the documents, news, and tools you might need.

Solve Next Global Network Membership.

The Solve Next Global Network is your entry point for partnership with Solve Next and other partners worldwide. The benefits of joining our network are:

- Get insights from industry professionals
- Collaborate daily on Circle
- Share best practices and market knowledge
- Connect with other partners: Our network will convene at least once a year in outstanding locations worldwide.
- Enjoy trust and respect, and develop friendships.
- You can create new content for our innovation system and benefit from the content created by partners worldwide.
- Support and show up for each other
- Collaborative relationships to deliver products and services.

Our data and privacy policies.

All partners shall treat data and privacy under local and international law, being GDPR compliant, as our solutions are.

Unless told otherwise, treat a client and Solve Next information as confidential and proprietary. Find our [privacy policy](#) on our website.

Glossary

We try to use clear, plain language. Not all of our terms translate directly into other languages. And there are times when we use colloquial language, which you will want to translate to ensure that the individuals, teams, organizations, and communities you serve understand.

Here are important terms we use to describe the Solve Next Partners Program.

Blitz	A blitz is a meeting or workshop designed and run to make progress in the discovery-driven development process that Solve Next trains Clients to conduct. Also referred to as a session.
Clients	The individual or organization to whom the Partner delivers Services.
Drill	A drill is an exercise used to complete an innovation activity. Drills are like recipes in a cookbook, providing step-by-step instructions on how to complete the activity to generate the desired outcomes.
Innovation Playbook	The playbook containing the goals, strategies, portfolios of projects, and decision-making criteria required for a Client to operate an innovation system
Innovation Readiness	A tool used to establish benchmarks against which the progress of
Assessment	Client innovation systems can be measured.
Innovation System	The people (roles, responsibilities, and skills), processes (development cycle, methods, criteria, and policies), and platform (content, tools, and technology) required to

consistently achieve innovation goals and impact. Also referred to as a Next System.

Intrapreneur

Someone who adopts the mindset of an entrepreneur to foster performance improvements, growth, and renewal inside an organization.

Leaders of Next

Leaders in Client organizations who are taught by a Training Partner the foundational frameworks and skills needed to develop an Innovation Playbook and to use it to run an innovation system.

Managing Partner

The company in charge of managing licenses, Partners, and Training Partners in a specific region of the world. The Managing Partner also plans and manages the market strategy in that region.

Member

A named user of the Next Lab.

Next Lab

Solve Next's cloud-based software which contains drills and tools that help in the execution of discovery-driven innovation and the operation of a system of innovation.

Partner

Partner companies own the relationship with their clients. Partners sell and deliver Solve Next Services across their region with support from their Training Partner and Managing Partner.

Platform

The combination of knowledge, software, and methods that our community builds over time, and on top of which, Solve/Next and clients' systems of innovation operate.

Program Fee

The license fee owed by each Partner on an annual basis for participation in the Partner Program.

Sales

The sale by Partners of Services or Software Subscriptions to Clients in the Sphere of Influence.

Services

Solve Next's training and other products and services, including without limitation the Training.

Service Sales Revenue	The gross amounts received by the Partner from the Partner's Sales of Services (but excluding Subscriptions) in its Sphere of Influence.
Session	A session is a meeting or workshop designed and run to make progress in the discovery-driven development process that Solve Next trains Clients to conduct. Also referred to as a Blitz.
Sphere of Influence	Territory in which Partners are authorized to develop Solve Next business. The Sphere of Influence is determined by Solve Next based on the size and performance of each market.
Sprint	A sprint typically includes a series of sessions or blitzes over a period of days, weeks, or months, depending on the scope of the project. Solve Next organizes our training in sprints, providing participants with the opportunity to learn and apply new language, concepts, frameworks, and tools to their strategic and urgent challenges.
Subscription	A Client's subscription to the Next Lab.
Subscription Sales Revenue	The gross amounts received by Partner from the Partner's Sale of Subscriptions in its Sphere of Influence.
Training	Training provided by Solve Next to Training Partners, or by Training Partners to executives, managers, practitioners and other Clients and other Partners, which teaches the language, frameworks, tools, methods, and skills designed to solve problems in new ways and to establish and operate a sustainable system of innovation.
Training Partner	The company that trains and coaches Partner firms and Clients.
Think Wrong	An intensive training session in which Partners teach individuals
Facilitator Intensive	How to facilitate Think Wrong sessions. This intensive is offered as a 3-day training in-person or a 14-day training

online, and is offered on a public and private basis. Also sometimes referred to as a Think Wrong Master Class.